



Faculty of Cognitive Sciences and Human Development

**Knowledge Sharing Practices on Work-Related Issues among Managerial
Group in Private Organizations**

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Knowledge Sharing Practices on Work-Related Issues among Managerial Group in Private Organizations

Khaddraa Rajuli

A thesis submitted

In fulfilment of the requirements for the degree of Doctor of Philosophy

(Human Resource Development)

Faculty of Cognitive Sciences and Human Development
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2018

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DEDICATION

This thesis is dedicated to

My wonderful parents- my wings,

Rajuli Rili and Norjannah Bujang,

for their continuous love, encouragement and support.

My late grandparents- my roots,

Hj. Raili Anis and Hjh. Dayang Rafe'ah Awang Hamzah, and

Hj. Bujang Hj. Ahmad and Hjh. Fatimah Abu Bakar,

for their legacy to be always striving for success in this world and the next.

All my family members, especially the younger generations.

May this thesis inspire them to embark on this journey of education,

as it is truly transformational.

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ABSTRACT

The purpose of this study is to explore knowledge sharing practices in the organization. In order to get an in-depth understanding about the practice, various aspects related to knowledge sharing such as its contributing factors, barriers, methods and approaches that can help promote, the benefits, with whom knowledge is shared, types of knowledge shared as well as the characteristics of the knowledge sharer were studied. A qualitative method that is in an open-ended and structured questionnaire was used to collect data, followed by one or more interview with the subject matter, if further clarification is needed. A total of twenty-three informants, of executive and manager level from different private organizations in Malaysia were involved in this study. The conceptual analysis highlights various themes derived from the obtained data. The contributing factors of knowledge sharing and its inhibitors emerged similarly as previous studies. They include issues related to individual, institutional, relationship and knowledge. Meanwhile, the barriers consist of issues related to individual, institutional and technology. In addition, the benefits of knowledge sharing also supported previous studies linking knowledge sharing with innovation, performance and learning. On the other hand, the activities that promotes knowledge sharing in the organization ranges from written documentation, verbal communication, information technology tools and other organizational events or practices. The popular social platform-Facebook and Whatsapp applications were also found to assist employees in sharing knowledge freely. Other than that, the majority of informants consider conscientiousness as the top attribute of the knowledge sharer. Furthermore, there are two types of knowledge identified in this study, which informants were willing to share. They include tacit and explicit knowledge. On with whom to share knowledge, it was reported that knowledge was

not only disseminated within and between firms, but was also dependent on the characteristics of knowledge recipients whom perceived by the knowledge contributors as competent, have good attitude and willingness, inquirer, and rightful or relevant. In the relational analysis, several relationships between the informants' demographic background and knowledge sharing variables were found. Above all, the study also contributes toward the body of knowledge as well as policies, methodologies, practices, society and directions for future research.

Keywords: Knowledge sharing, knowledge management, Malaysia

Amalan-Amalan Perkongsian Ilmu Berkaitan Kerja di kalangan Kumpulan Pengurusan di beberapa Organisasi Swasta

ABSTRAK

Tujuan kajian ini dijalankan adalah untuk meneroka amalan-amalan perkongsian ilmu di dalam organisasi. Pelbagai aspek yang dikaji termasuklah faktor-faktor yang membawa kepada perkongsian ilmu, penghalangnya, aktiviti-aktiviti yang boleh dilakukan, kelebihannya, dengan siapa ilmu dikongsi, jenis-jenis ilmu yang dikongsi serta karakter orang yang berkongsi ilmu. Kajian soal selidik berbentuk kualitatif telah digunakan yang mana dua puluh tiga orang informan berpangkat eksekutif dan pengurus dari industri berlainan telah terlibat. Analisis awal (konseptual analisis) telah merungkai beberapa tema daripada data yang telah dikumpul. Dapatan kajian untuk faktor-faktor yang menggalak dan menghalang perkongsian ilmu adalah sama seperti hasil kajian terdahulu. Faktor-faktor yang menggalakkan perkongsian ilmu datang daripada individu, institusi, perhubungan dan ilmu. Manakala, penghalangnya terdiri daripada isu individu, institusi dan teknologi. Kelebihan berkongsi ilmu juga menyokong dapatan kajian terdahulu yang mengaitkannya dengan inovasi, prestasi dan pembelajaran. Untuk aktiviti-aktiviti perkongsian ilmu pula, ia boleh dipromosikan melalui rekod penulisan, komunikasi secara lisan, penggunaan teknologi maklumat serta lain-lain acara dan praktis. Rangkaian sosial seperti Facebook dan aplikasi Whatsapp turut digunakan sebagai platform perkongsian ilmu. Selain itu, majoriti daripada informan menyatakan “conscientiousness” sebagai karakter utama pengkongsi ilmu. Jenis-jenis ilmu yang dikongsi oleh para informan pula merangkumi ilmu “tacit” dan “explicit”. Kajian juga menunjukkan ilmu bukan sahaja dikongsi dalam dan di antara organisasi tetapi turut menekankan ciri-ciri penerima ilmu. Aras kedua analisis pula telah menemukan

beberapa hubungan antara demografi informan dan data yang telah dikategorikan di dalam analisis pertama. Secara umumnya, kajian ini memberikan sumbangan kepada model dan konsep sedia ada serta polisi, kaedah metodologi, pengamal, masyarakat serta halatuju pengkaji pada masa akan datang.

Kata kunci: *Perkongsian ilmu, pengurusan ilmu, Malaysia*

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CHAPTER 1

INTRODUCTION

1.0 Introduction

This introductory chapter is divided into seven sections. Section 1.1 provides the background of the study while Section 1.2 describes the problem statement. The next section, Section 1.3 discusses the objectives of the study followed by Section 1.4, which discusses the research questions of the study. The next section, Section 1.5 and Section 1.6 explains the significance and the definition of terms respectively. Lastly, Section 1.7 summarizes the discussion of the first chapter of the study.

1.1 Background of the Study

The emergence of today's economy is the result of the third wave of globalization, which is enabled by technology (Thurow, 2000, as cited in Squicciarini & Loikkanen, 2008). Huang, Wei, and Chang (2007) further support that technology has a significant influence towards the new type of economy where knowledge is an important source of competitive advantage. In line with a global knowledge-based economy, organizations have raised attention towards knowledge management to minimize the adverse impact of the fast changing environment. The focus is being placed on the creation and sharing of knowledge that is fundamental for the development of intellectual capital (Ichijo & Nonaka, 2006).

The value of knowledge is beyond price. As the competition is getting more ferocious, knowledge is being perceived as the critical element that differentiates one organization from another as well as becoming a driving factor for success. Adding to the fact that today's